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23 May 1961

MEMORANDUM FOR: Chief, CA/PRG

SUBJECT : OTR Comment on a Proposed DD/P Training Policy

REFERENCE : A Draft memorandum from C/CA for DD/P, undated,
subject: "Implementation of DD/P Training
Officer Recommendations," with Attachments,
Tabs A, B, and C.

1. In reply to your request for Office of Training reactions, we are in full sympathy with the spirit and intent of the training standards and personnel management procedures proposed in the referenced draft.

2. Such a system of standards and procedures would be beneficial to OTR. It would enable the DD/P to levy more realistic training requirements on OTR, in terms of training objectives and of the numbers, types, and grade levels of students. It would facilitate more systematic enrollment and more regular, even attendance of established courses.

3. For the Clandestine Services it should provide greater assurance of a growing body of more broadly qualified officers available for responsible assignments and, at the same time, make this assignment task easier and more flexible.

4. For the benefit of the individual as well as of the Service, a system of comprehensive training can reveal to DD/P

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supervisors, special staffs, and career panels areas in which individuals are particularly strong as well as areas in which further training or experience seems desirable. Advance planning and scheduling of training will be of particular benefit to the employee and his family as guidance for their personal planning.

5. We should like next to offer some specific suggestions with respect to Tabs A and B of reference A., above. First, with reference to paragraph 2.b. of Tab A and paragraph 1.c. of Tab B, it is suggested that "advanced training" or "basic and advanced training" be substituted for "basic training" in each instance. Basic training in all three mission activities (FI, CI, and CA) is included in the Operations Course and--to the degree of familiarization--in the Operations Familiarization Course. All JOT's attend one of these basic courses. Those who are candidates for CS "case officer" assignments attend the Operations Course; those who are candidates for other more specialized or limited CS assignment attend the Operations Familiarization Course and then appropriate additional courses, such as Operations Planning and Management; Information Reporting, Reports and Requirements; or Counterintelligence Familiarization, and so forth. By the term "advanced training," then, we refer to instruction at the level of the present Covert Action Operations and Counterintelligence Operations Courses.

6. With respect to the very desirable concept of comprehensive, "all-mission" training for senior operations officers or operations supervisors, we note that to accomplish this now would require

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attendance of three or more separate courses--such as the Covert Action Operations (CAO), Counterintelligence Operations (CI Ops), [REDACTED] courses. And to these probably should be added the Anti-Communist Operations Course. (JOT's receive the equivalent, or very nearly so, of the Communist Party Organization and Operations and Basic Country Survey-USSR courses during their Orientation program.) All told, exclusive of technical, area-language, and management-type training, there are nearly 30 separate courses available for advanced and specialized training useful to the Glandestine Services!

7. Recognizing the complexity and numbers of tasks to be performed, the limitations of cover and personnel ceilings, etc., even with a system of training standards and planning procedures TIME still is a most crucial factor. We believe, nevertheless, that to do justice to our professional personnel and to the tasks set before them, an across-the-board advanced training program for operations supervisors is essential.

8. We can accomplish such a program with some savings of time and with greater efficiency by establishing a new, comprehensive Advanced Operations Course

- a. based on the content of the present advanced courses--the CAO, CI Ops, [REDACTED] and Anti-Communist Operations;
 - b. including operational planning and programing and project management and administration; and
 - c. including also the essentials of station and branch administration and support.
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Where basic training emphasizes the learning of tradecraft, skills, and techniques needed to accomplish the three missions, advanced training would emphasize the analysis of objectives and the selection, planning, application, supervision, and support of skills and techniques employed to attain these objectives. While due weight must be given to local area objectives, it is suggested that such a course might be most effective if it were to have as its central theme the broad target of International Communism-- the coordination of covert efforts required to help gain the U. S. initiative and of the measures necessary to defend against and counter Communist espionage and subversion. Such a program might be aimed at the GS-12/13 level of case officer, specialist or technician, destined or under consideration for supervisory responsibilities at this or next higher levels of grade--GS-13-14. It would follow basic training and at least one, probably two, duty tours at headquarters or overseas, or both.

9. At the same time we must continue to make provision for the necessary specialized training. While the present courses were designed to meet specified needs and apparently are doing so, OTR and the Clandestine Services need to give this area further study to see if better arrangements can be made for scheduling or "^{packaging} packing" courses which will clearly meet the current or foreseen patterns of tasks which may be assigned to the Clandestine Services.

10. And finally, as a separate but related problem, we must consider the proper place and content of Agency "mid-career" and

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"senior officer" training program suitable for further development of more senior executives, staff officers, and technicians.

11. Our reply has gone well beyond your request for reactions, but it is believed appropriate here not only to comment on this specific proposal but also to suggest where it fits into the broader problem of planning for training and personnel management.

cc: DD/P - 720

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